



Chris Sample
Lumina Spark Portrait
Inspirational and Practical Personal Development

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Welcome



Sample Practitioner

Introduction

Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.
Viktor Frankl

The intention of this portrait is to raise your self-awareness and help you understand your behaviors. You can use this knowledge to become more effective at making things happen and to improve your communication with others.

At the heart of this approach is a questionnaire which measures different aspects of your behavior. This portrait, based on years of psychological research, will give you some indicators about how you behave, acknowledge your strengths (and how you sometimes overplay them) and identify behaviors that you rarely display. It will also make distinctions between your behavior and your motivations.

Getting into the right frame of mind

First a really important ground rule: this is completely confidential information. It is solely to help you develop, although we do suggest you consider sharing it with those you trust.

Be open to the feedback in this portrait - it is intended to help you make positive changes.

Focus on the observations in this portrait that you think can really help you develop. View this as an opportunity to work on improving yourself.

When reading your portrait it is important to remember that no one quality is more important than another. Each aspect of who you are can prove to be a crucial strength depending on what situation you find yourself in at any given time. This portrait is not a judgment of who you are; it is simply an aid to guide you towards a better sense of self-awareness to allow you to recognize your strengths and possible areas for development in the near future.

Your Inner Spark

When starting out on any new undertaking you always find yourself asking the big questions. You aren't truly satisfied putting your whole self into a project until you understand the Why. As a naturally abstract thinker you have a large capacity for coping with complexity and ambiguity.

You prefer to view a problem from as many different angles as you can. You find lateral thinking comes easy to you - you prefer thinking through many different options before being asked to give your view. You probably enjoy conducting thought-experiments while you consider radically different concepts before reaching a conclusion. You do not like to be told that any areas of your thinking are out of bounds.



Your Inner Spark

You are often seen as the "deep thinker" of a group. You sometimes have difficulty understanding why others are not drawn to contemplating the conceptual aspects of thought; to you it seems the most engaging aspect of an idea or plan. You are likely to be interested by philosophy and especially the more theoretical aspects of politics.

Others may see you as "lost in thought" or even "impractical". Sometimes this may be because they simply cannot operate at the same theoretical level as you, and sometimes their criticism may be well-founded. Telling the difference between these two responses may be a large part of your development - balancing self-confidence and humility.

Without a leader a team is directionless. A good leader takes charge to turn even the most fragmented group into a single team united under a common purpose. You often find yourself drawn towards the roles that require these competencies.

When being led by another you more often than not feel dissatisfied, and think about all the ways in which you could do better. When you do lead you feel as if you are finally in your element! You enjoy the stakes holding key responsibilities, knowing that both success and failure will ultimately fall on your shoulders.

Your desire to take charge may lead to friction with others, especially those that possess the same desire. When you are in a team-player role you are happy to work with others, but you still tend to take on an informal leadership position. Your view will always be to unite and direct people, and you may find you begin to do this unconsciously even without explicit authority.

In leading from the front you sometimes risk falling out of touch with members of your team. This can lead to some of the less assertive team members being pushed to the side-lines, despite having valuable contributions to make. One criticism that may have been laid against your leadership style is that you do not always bring a personal touch. One role a leader provides is to assure everybody is contributing at their best, and they can do this by openly engaging with team members on an individual level.

Your Inner Spark

Communication

You are always frank and honest. You do not do this out of a lack of respect, but to convey your meaning clearly and directly without confusion.

You comprehensively analyze situations before bringing your opinions to the fore. When you do so, you communicate politely and courteously.

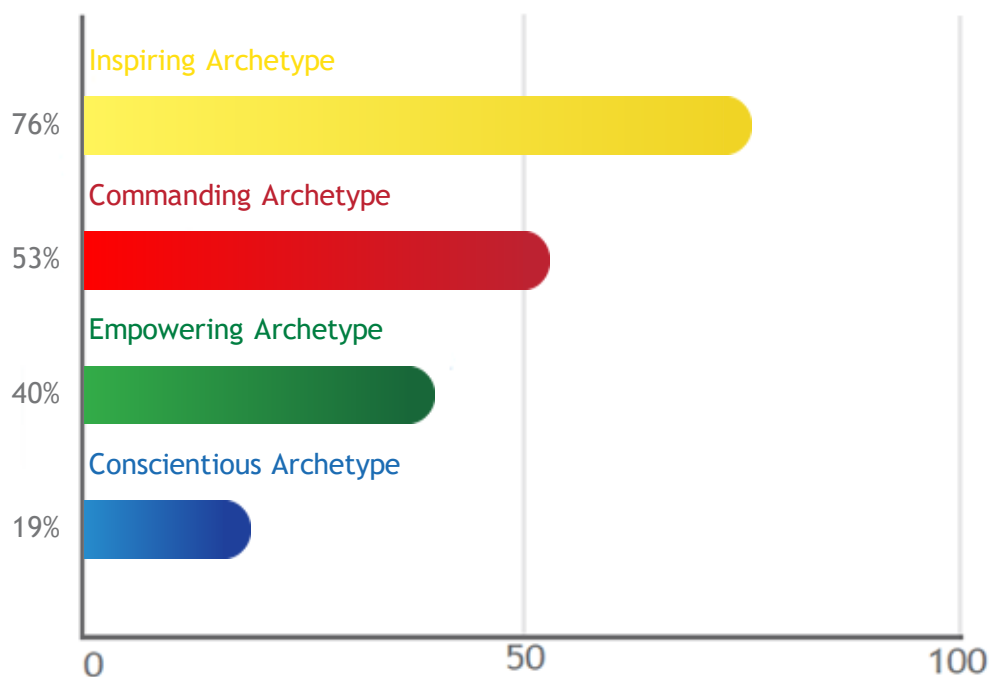
You like it when people are willing to follow their gut-feeling and make decisive, instant decisions, so that the discussion moves quickly and energetically.

Leadership & Working With Others

Chris, you are a competitive leader. You are constantly looking for ways in which you can lead others to success. You are happy so long as you and those with you are successful. Within your own group you like to encourage a similar sense of competitiveness. You allow your group the freedom to work effectively and you know that by fostering competition you can be assured they will do their best to outperform each other, driving the group forward as a whole.

How you use the four archetypes

Your four archetypes:

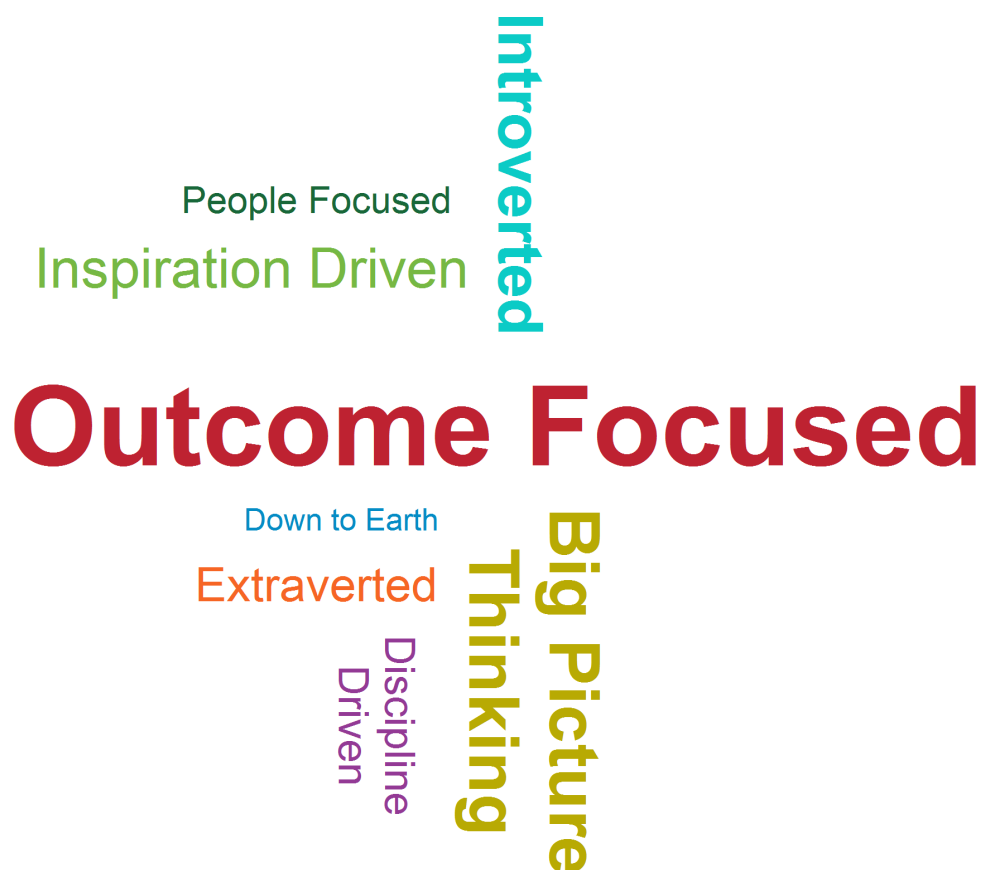


Inspiring Yellow is your favored color. You have a talent for spotting underlying trends hidden within the facts and figures. You see that every cloud has a silver lining. Problems contain new possibilities and ideas to be explored. You use quite a large amount of Commanding Red energy as well. You keep your feelings separate from the decision making process and you don't allow your emotions to sway your judgment. You work well when you are surrounded by competitors. Good opponents bring out the best in you. Your third color archetype is Empowering Green. You can't give many examples of times when you have used your Conscientious Blue energy. You tend to be very serious when you are working and it is hard to distract you from the task. You are a cautious person and you always look before you leap.

Your eight aspects on the Spark Mandala

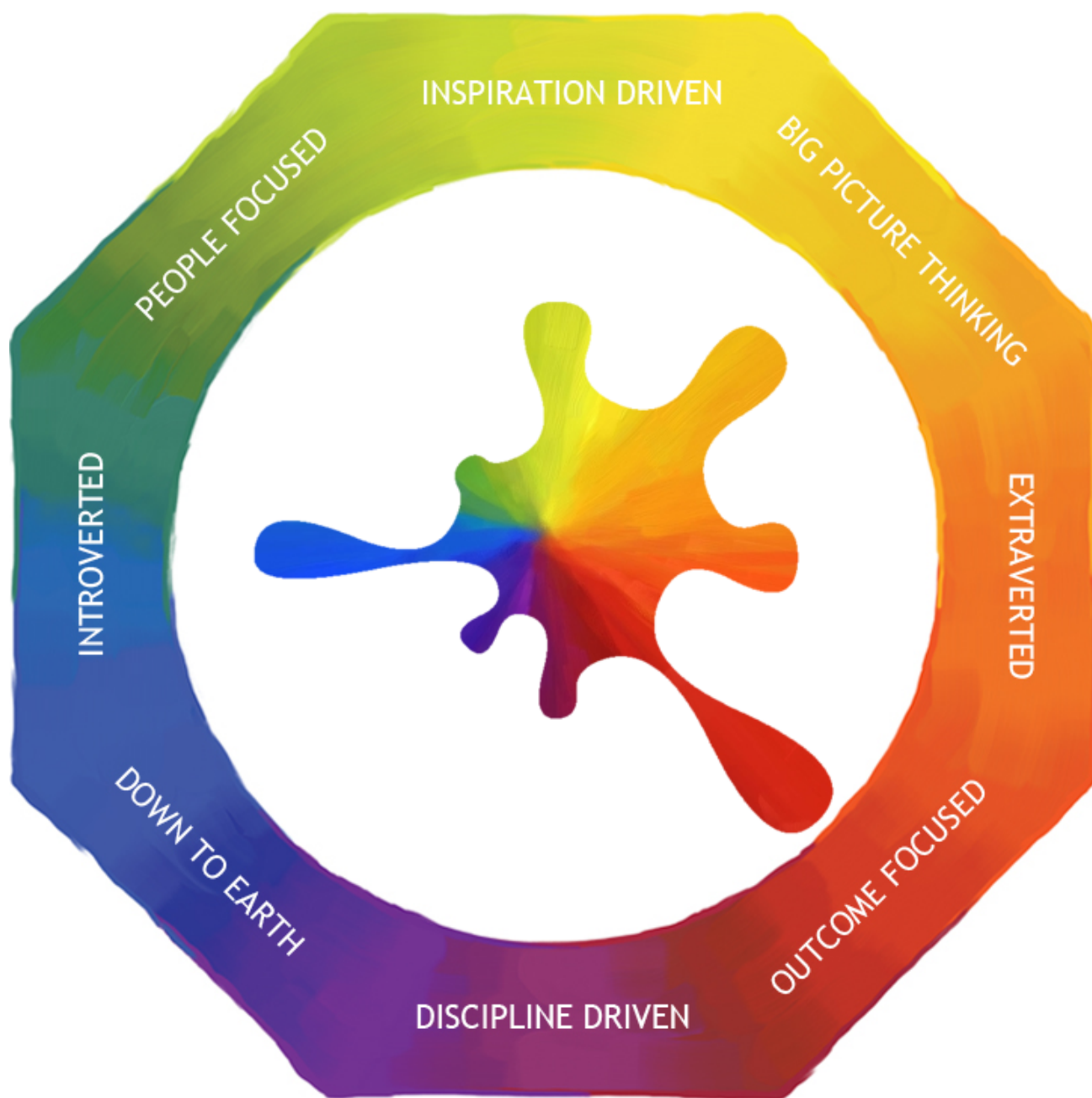
Chris, on your Color Mandala you can see eight aspects of your behavior:

The mandala(1) shows a colorful approach to understanding key differences between individuals. On it you can see your color scores across the eight aspects of behavior.



(1) The word 'mandala' means 'circle' in Sanskrit. In many different cultures over the centuries, often through paintings, the symbolism of a circle has been used to help people consider "who am I?" - in fact, the famous Swiss psychologist Carl Jung said "I knew that in finding the mandala as an expression of the self I had attained what was for me the ultimate".

Chris Sample - Your Spark Mandala



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Q Lumina Splash



Your strengths and possible weaknesses

Chris, your natural strengths are:

- You have a talent for finding trends and patterns. You have a knack for uncovering hidden meanings and this allows you to understand what is really going on.
- You are good at keeping your emotions out of the decision making process. You focus on the objective truth at all times and you refuse to allow distractions to impact your judgment.
- You are always looking to improve yourself and achieve new things. You don't like to rest on your past accomplishments. Instead you seek new challenges and use them to allow you to garner more achievements for yourself.

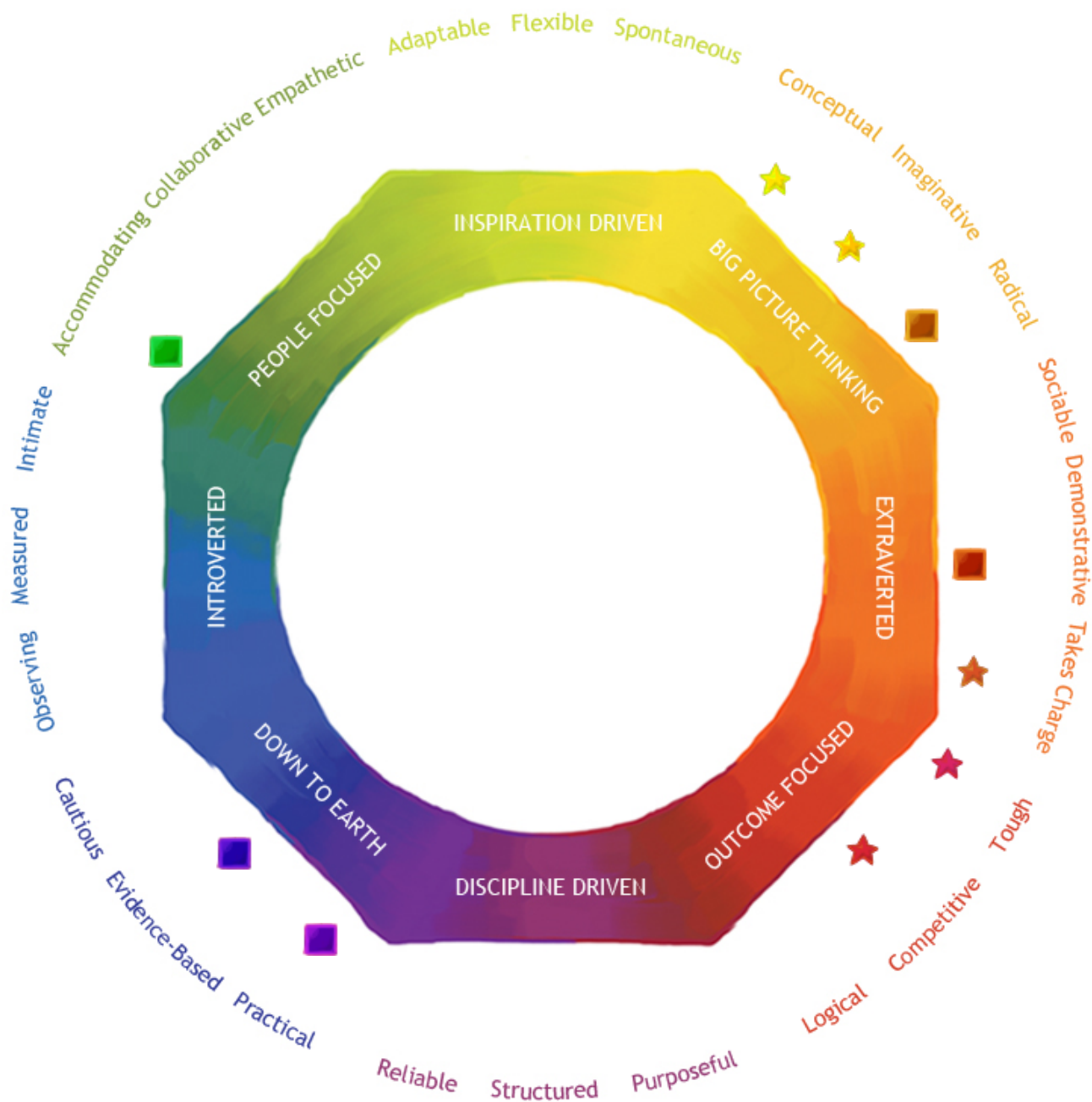
Here are some of your possible weaknesses:

- Your very direct approach has probably created some resentment. Some people find it threatening to be confronted brusquely and not everyone is as open with their thoughts as you can be.
- You can get too caught up in your quest for personal achievement and neglect team needs. This is a common risk and it is tricky to manage both simultaneously. Attempting to do so can upset the balance between personal and team achievement and result in neither being accomplished.

Some suggested methods of development:

- Even if you are certain that you are right and that your opponent is wrong, there is no harm in taking a step back and leaving the debate for another day. The ability to accommodate another person's point of view is important if you wish to work together effectively.
- Take more time to do the research required to back up your ideas with solid evidence. Even if people dispute your claims, they will find it hard to criticize you if you have the facts to back up your conclusions.

Qualities Mandala



On the questionnaire you 'claimed' many qualities. The ★ symbol shows your top 5. There are other qualities that you did not claim and the bottom 5 are shown by the ■ symbol.

Two quotes to inspire you

A man is not idle because he is absorbed in thought. There is visible labor and there is invisible labor. - Victor Hugo

while Victor Hugo's words might be food for thought to others, you've been aware of the truth of this statement for some time. Other people might scoff at the time you spend thinking about abstract concepts and new ideas, but you're aware of the importance of devoting time to intellectual pursuits. You know that what others call "daydreaming" can be just as important as more visible efforts. Be assured, without your imagination and creativity, planning processes would often stagnate.

A love of tradition has never weakened a nation, indeed it has strengthened nations in their hour of peril; but the new view must come, the world must roll forward. - Sir Winston Churchill, speech in the House of Commons, November 29, 1944

As Sir Winston Churchill said, there is nothing wrong with tradition but you ought to be mindful of his words concerning new views. Be open to the possibility of change and embrace your imaginative side. The world cannot move forward without originality and innovation. Allow yourself the freedom to think creatively and explore your thoughts, you might be surprised at what you come up with.

You primarily use your Yellow Archetype



Your key Yellow Strengths are:

- You tend to find ambiguous situations interesting
- You enjoy thinking outside the box
- You enjoy thinking on your feet

Sometimes you may use too much Yellow:

- Sometimes you place so much faith in your opportunistic instincts that it conflicts with your desire to keep prior commitments
- You rarely acknowledge the importance of practicalities in your thinking

Sometimes you may underuse your Yellow:

- Your desire for structure can result in you being slow to respond to changing needs
- You don't share enough of your enthusiasm with those around you

More on your Yellow Archetype:

You see yourself as a visionary with a strong imagination. Colleagues may view you as an 'ideas machine' and will come to you when they need a fresh perspective. You can also help others become more creative themselves. When people talk to you, some of your enthusiasm for a subject may rub off on them!

You love big picture thinking and will always want to take a holistic view. Colleagues who cannot see your vision will frustrate you. You should be aware that they in turn may be thinking "Why do you always have your head in the clouds?".

Whatever the problem, you can always see possibilities and ways forward. This makes you invaluable as a catalyst and source of good ideas within a team.

Your Second Archetype is Red



Your key Red Strengths are:

- You can be the objective and rational voice of reason
- You rarely neglect your own needs in the situation
- You stick to your views and you aren't afraid of conflict

Sometimes you may use too much Red:

- You can be too blunt when you are trying to be direct
- You may be perceived as being boastful

Sometimes you may underuse your Red:

- You don't always follow through on the targets you set yourself
- You can be too forgiving of people who don't try hard enough

More on your Red Archetype:

Chris, you are a very competitive character with a burning desire to win. Being seen to be successful is important to you and you are willing to do what it takes to maintain that image. Sometimes when you win, others lose and this may not make you the most popular of people. You are likely to relate to the 14th century Italian philosopher Machiavelli when he asserted 'if you cannot be both loved and feared, then it is better to be feared than loved'.

You see no need to be modest about your own achievements and have a high opinion of your own abilities. You are very skilled at promoting yourself within an organization and you are not ashamed of your success in this. It is important to you to be seen as highly competent.

Your Third Archetype is Green



Your key Green Strengths are:

- It is important to you that your goals take shape over time without forcing them

Sometimes you may use too much Green:

- Your concern for other people's feelings can cloud your ability to make rational judgments
- Sometimes you place too much faith in other people's good intentions

Sometimes you may underuse your Green:

- In teamwork, you are not always as considerate of others as you could be
- Sometimes you speak without considering other perspectives

More on your Green Archetype:

In the heat of the moment, you sometimes ignore the feelings of other people in order to make your point. That said, you have the ability to tune up your more concerned and sensitive side when you think it is needed. When you do this you can display compassion and be very giving.

Equally, when you put your mind to it, you can notice what others are feeling and enter the world of emotion! You are very aware of the need to see the world from another's point of view but tend to do this more intellectually than emotionally.

Sometimes you worry that connecting with other people emotionally can take a lot of time. However, deep down you know that all delivery is underpinned by the quality of personal relationships and that taking the time to do this will pay dividends.

The Archetype you use least is Blue



Your key Blue Strengths are:

- You trust the written word more than the spoken word
- You prefer to use methods that have been proven to work well over the years
- You are highly self-sufficient, but that doesn't stop you enjoying the company of big groups of people

Sometimes you may use too much Blue:

- Sometimes you do not embrace the opportunities change offers you
- You can be perceived as being uptight about time schedules

Sometimes you may underuse your Blue:

- You are not known for your punctuality!
- Your more structured friends think you are not sufficiently organized

More on your Blue Archetype:

Your measured approach is very helpful when it comes to setting targets and focusing on how to achieve a positive outcome. Your desire to think carefully before acting also ensures that you bring an appropriate element of control to any work situation and this can help prevent issues being overlooked. You will avoid big shows of emotion and normally remain calm, even when under pressure. You tend to contain your emotions, which may mean others find you hard to read (in fact, you give very little away!).

Chris, you are a serious minded individual and when at work would prefer not to have to become involved in any frivolity. For you, work represents a job that needs to be done and you want to avoid such light-hearted distractions. You may often wonder why some of your colleagues feel the need to act in a less than serious way.

You bring a reflective and considered approach to your work. One of your gifts is the ability to conscientiously deliberate issues in your head. This allows you to evaluate alternatives by thinking through relevant previous experiences and then utilize this past knowledge to inform your decisions.

Recommendations to increase your 4 archetypes

Inspiring Yellow

- Don't allow standard procedures to stop you from achieving your goals
- Try conveying your meaning through body language and tone

Commanding Red

- When you set yourself a goal, push yourself hard to achieve it
- Deal with non-performing team members

Empowering Green

- Remember JFKs words - "Ask not what your country can do for you - ask what you can do for your country" and every morning ask yourself "who can I help today?"
- Don't feel that you always need to jump in and talk to influence people - you may have more influence if you listen first to direct your input

Conscientious Blue

- Try and place more importance on time management
- Develop an effective filing system that works for you and helps you be more organized

Recommendations to temper your 4 colors

Inspiring Yellow

- Plan in thinking time so that it doesn't interfere with your ability to deliver
- Consider the impact of your ideas

Commanding Red

- Instead of telling all the time, ask others how they would do tasks
- Give others the benefit of the doubt, unless you have good reason not to

Empowering Green

- Don't hide your light under a bushel - be willing to claim the contribution you have made to the team
- Understand that you cannot please all the people all of the time - be willing to balance your natural empathy with some courage and backbone

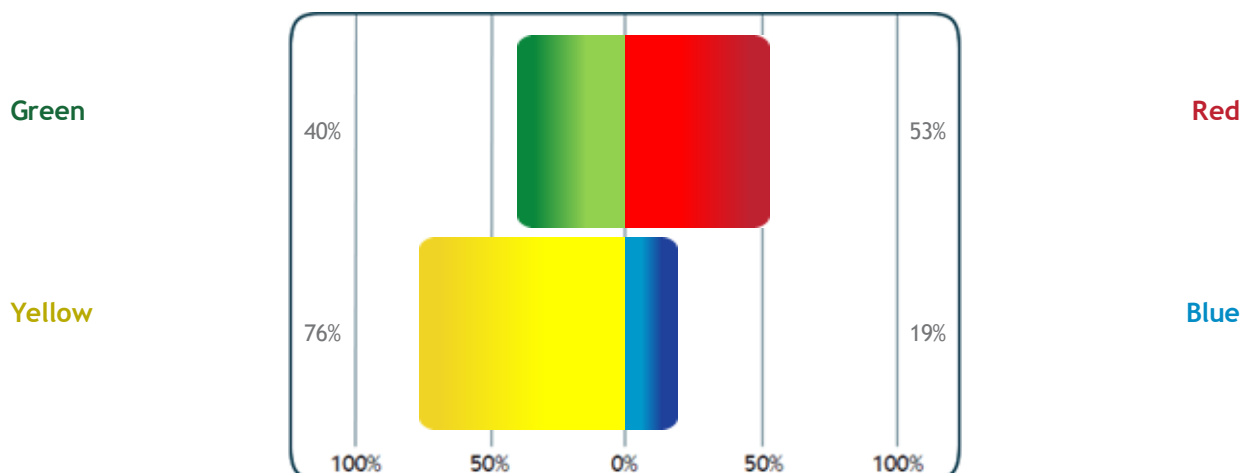
Conscientious Blue

- Put yourself in situations where you have to talk to people and make new friends - it will benefit you in the long run
- Consider using your body language to express, and let others know, how strongly you feel inside

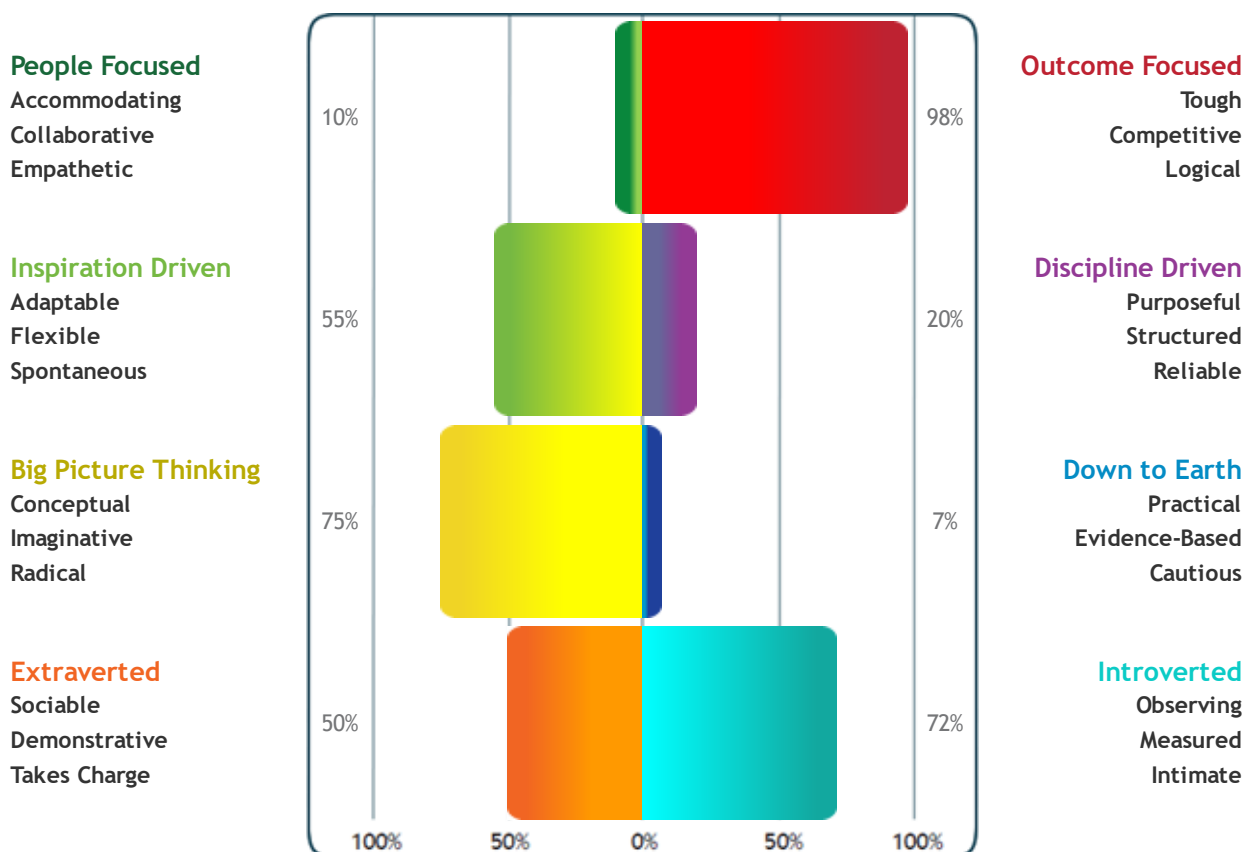
Your Archetype and Aspect Bars

Your use of the Four Archetypes

The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



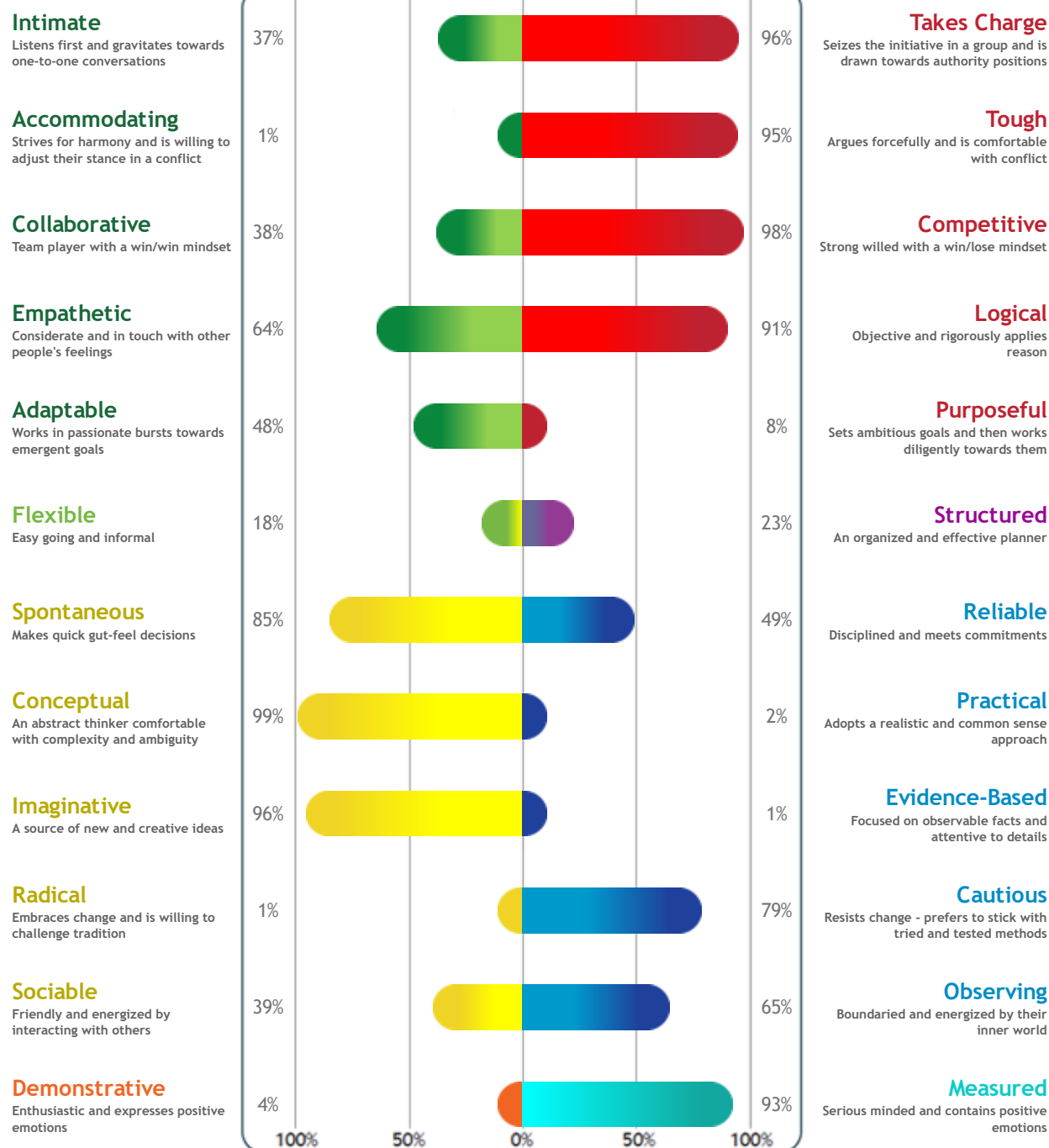
Your use of the Eight Aspects which underpin the Four Archetypes



Your Twenty Four Qualities in detail

The Twenty Four Qualities that make up the Aspects

The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Three perspectives on who you are

Your Three Personas

In the following sections we will delve further into your persona. Up until this point we have been displaying information drawn from all three of your personas to give you an overall picture of who you are. Now we will explore you in more detail. Most people recognize their Underlying Persona and their Everyday Persona. This is because you can recognize your motivations and day to day behavior quite easily.

However there is a third persona, your Overextended Persona. This Persona reveals itself when you are in high pressure circumstances and can be seen in the way you interact with other people when the demands of the situation increase.

We hope to give you a deeper understanding of your personas and to do that we will separate them into three distinct items and give you some in-depth feedback on what trends have been revealed and if there are any areas you can look to strengthen.



Your Underlying Persona

- This is you at your most natural
- This persona motivates you
- You do not let everyone see this level of your persona



Your Everyday Persona

- This is how you tend to behave
- This persona is an indication of how other people might see you
- You may be consciously putting on this persona to suit your work environment



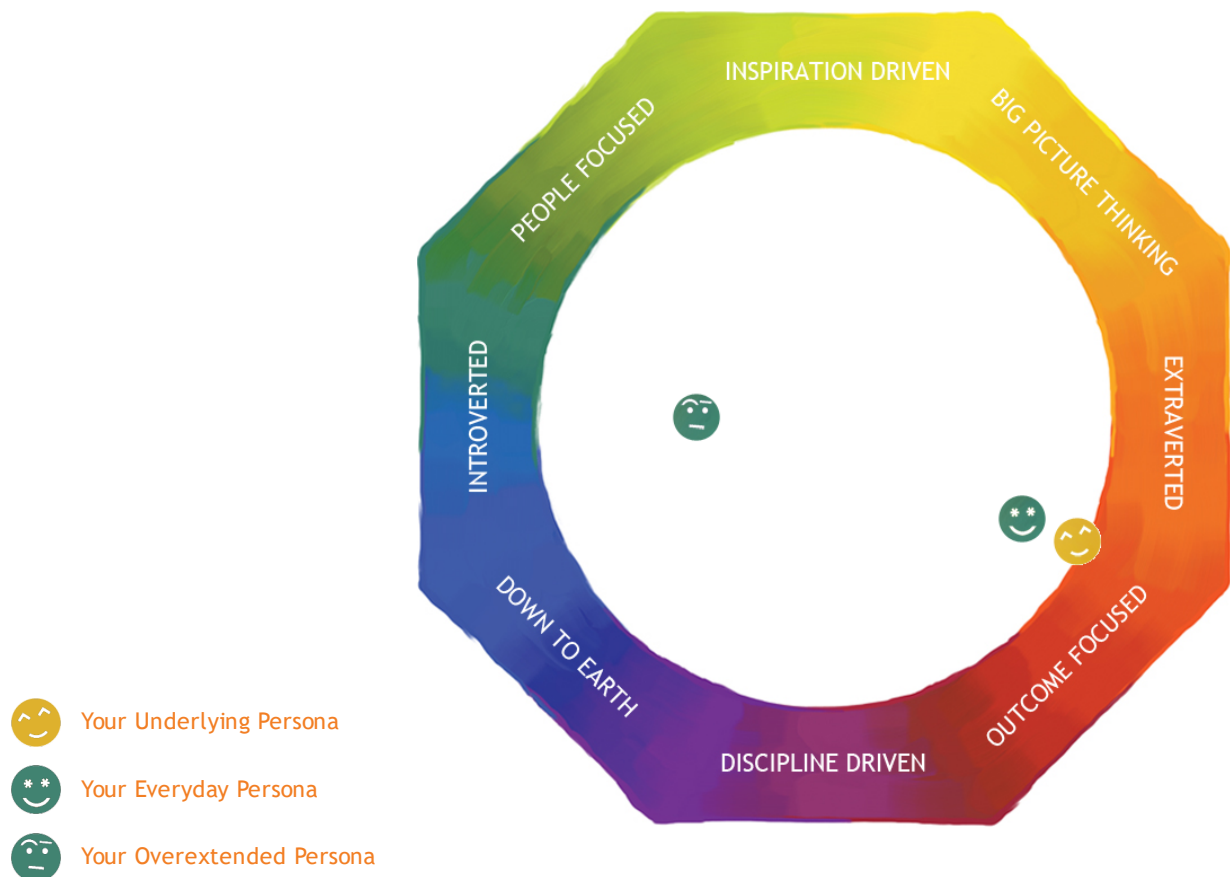
Your Overextended Persona

- This is who you are when put under stress
- Or how you react to unexpected events
- This persona can come into effect unconsciously

Your three persona positions

Your three Personas on the Lumina Mandala

- Chris, you have a preference for using Outcome Focused Yellow blended with Big Picture Thinking and Extraverted energy
- Chris, you most often use Outcome Focused Green blended with Introverted and Big Picture Thinking energy
- Chris, when your overextended persona emerges you may notice that you use more Introverted Green blended with Inspiration Driven and Outcome Focused energy



Your Three Personas



Your Underlying Persona

Chris, you have a preference for using Outcome Focused Yellow blended with Big Picture Thinking and Extraverted energy

Being analytical comes naturally to you and you often find yourself thinking things through in a logical manner. You prefer to take time to go through a rational process of elimination before you accept assertions, whether they are your own or the assertions of others. You enjoy taking a public role when influencing groups. You find that you naturally look for ways in which to get your point across through other people and you can be very persuasive.



Your Everyday Persona

Chris, you most often use Outcome Focused Green blended with Introverted and Big Picture Thinking energy

Making new connections and getting to know people is not your forte. However, there are many occasions when you have to interact with groups and you have nurtured your ability to network effectively. You don't always like the way things are. However you often find that it is better to work with the status quo than to waste time looking for ways around it. While it may not be your personal preference, others see you as a traditional person who is quite resistant to change.



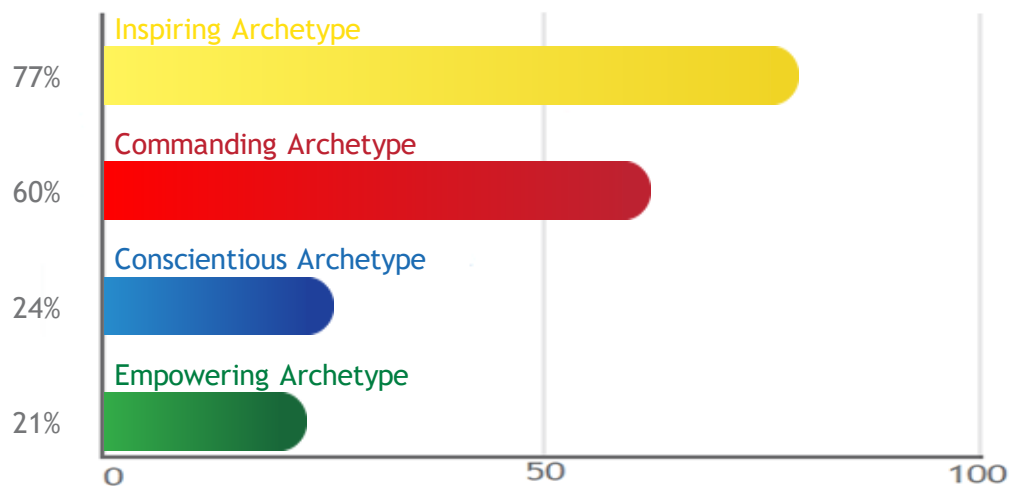
Your Overextended Persona

Chris, when your overextended persona emerges you may notice that you use more Introverted Green blended with Inspiration Driven and Outcome Focused energy

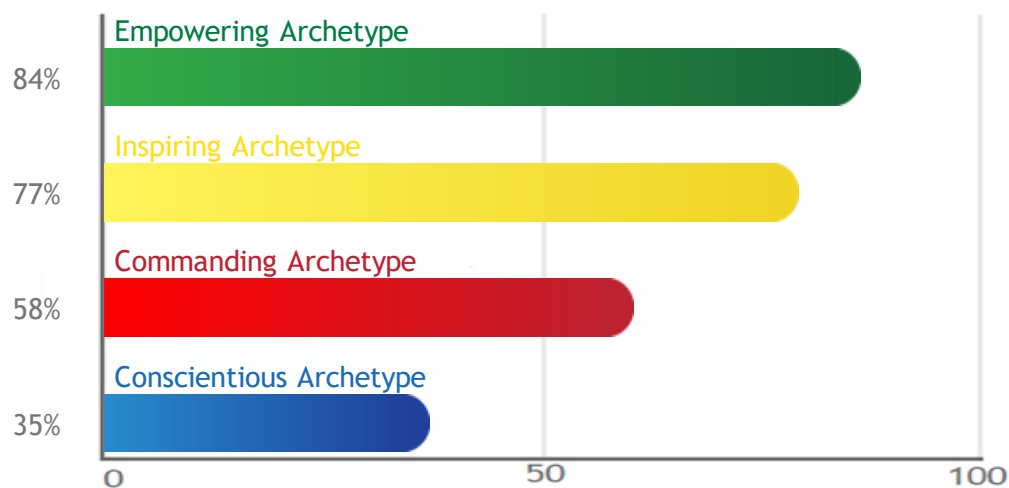
You don't make a personal commitment to complete something very often but when you do it is normally because someone has put you under great pressure. You can then become so obsessed with keeping your word that you ignore everything else. You use your logic a lot of the time to guide your actions and decisions. However, your rational mind seems to short circuit when you find yourself in stressful situations. You start reacting in an emotional and uncontrolled manner. You usually keep your personal life separate from work, but when you are under pressure you find it hard to compartmentalize your feelings.

Archetype by persona overview

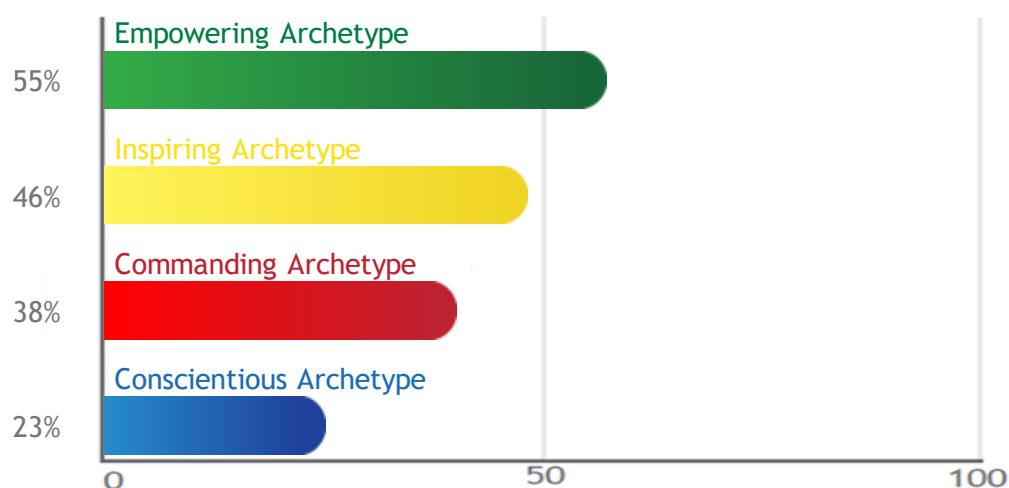
Underlying



Everyday



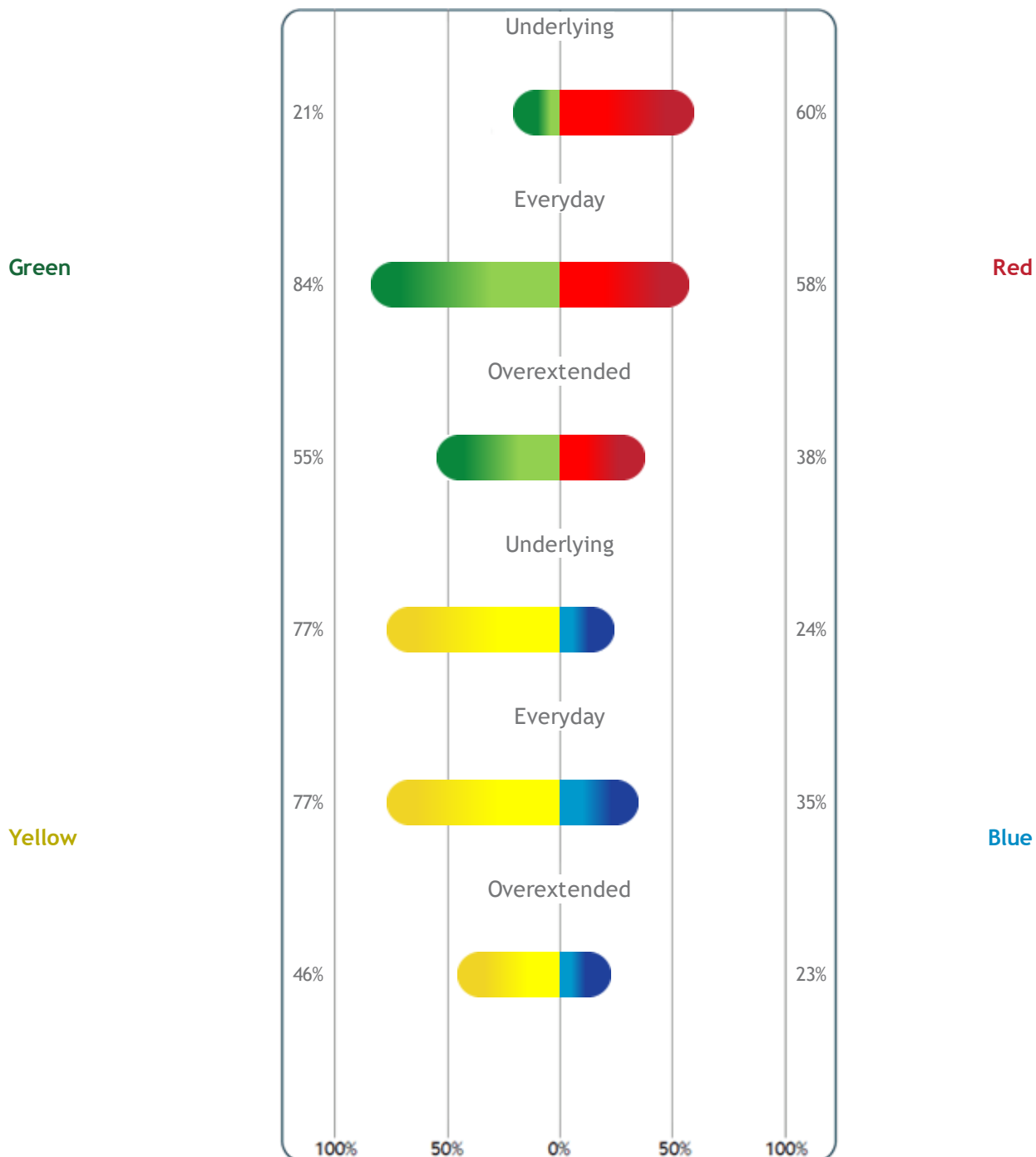
Overextended



Your Archetypes split by Persona

Your use of the four archetypes split by persona

The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Your Aspects split by Persona

Your use of the eight aspects which underpin the four archetypes, split by persona

The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Your Underlying Qualities



The twenty four qualities that make up your Underlying Persona



The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.

Intimate

Listens first and gravitates towards one-to-one conversations

13%



98%

Takes Charge

Seizes the initiative in a group and is drawn towards authority positions

Accommodating

Strives for harmony and is willing to adjust their stance in a conflict

6%



93%

Tough

Argues forcefully and is comfortable with conflict

Collaborative

Team player with a win/win mindset

6%



86%

Competitive

Strong willed with a win/lose mindset

Empathetic

Considerate and in touch with other people's feelings

12%



98%

Logical

Objective and rigorously applies reason

Adaptable

Works in passionate bursts towards emergent goals

37%



19%

Purposeful

Sets ambitious goals and then works diligently towards them

Flexible

Easy going and informal

38%



13%

Structured

An organized and effective planner

Spontaneous

Makes quick gut-feel decisions

60%



36%

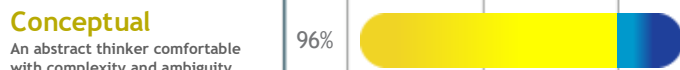
Reliable

Disciplined and meets commitments

Conceptual

An abstract thinker comfortable with complexity and ambiguity

96%



24%

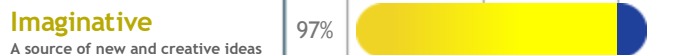
Practical

Adopts a realistic and common sense approach

Imaginative

A source of new and creative ideas

97%



1%

Evidence-Based

Focused on observable facts and attentive to details

Radical

Embraces change and is willing to challenge tradition

3%



48%

Cautious

Resists change - prefers to stick with tried and tested methods

Sociable

Friendly and energized by interacting with others

39%



50%

Observing

Boundaried and energized by their inner world

Demonstrative

Enthusiastic and expresses positive emotions

27%



79%

Measured

Serious minded and contains positive emotions

Your Everyday Qualities



The twenty four qualities that make up your Everyday Persona



The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.

Intimate

Listens first and gravitates towards one-to-one conversations

79%



73%

Takes Charge

Seizes the initiative in a group and is drawn towards authority positions

Accommodating

Strives for harmony and is willing to adjust their stance in a conflict

4%



74%

Tough

Argues forcefully and is comfortable with conflict

Collaborative

Team player with a win/win mindset

59%



92%

Competitive

Strong willed with a win/lose mindset

Empathetic

Considerate and in touch with other people's feelings

82%



97%

Logical

Objective and rigorously applies reason

Adaptable

Works in passionate bursts towards emergent goals

78%



15%

Purposeful

Sets ambitious goals and then works diligently towards them

Flexible

Easy going and informal

19%



39%

Structured

An organized and effective planner

Spontaneous

Makes quick gut-feel decisions

68%



41%

Reliable

Disciplined and meets commitments

Conceptual

An abstract thinker comfortable with complexity and ambiguity

98%



15%

Practical

Adopts a realistic and common sense approach

Imaginative

A source of new and creative ideas

84%



8%

Evidence-Based

Focused on observable facts and attentive to details

Radical

Embraces change and is willing to challenge tradition

27%



83%

Cautious

Resists change - prefers to stick with tried and tested methods

Sociable

Friendly and energized by interacting with others

85%



68%

Observing

Boundaried and energized by their inner world

Demonstrative

Enthusiastic and expresses positive emotions

2%



96%

Measured

Serious minded and contains positive emotions

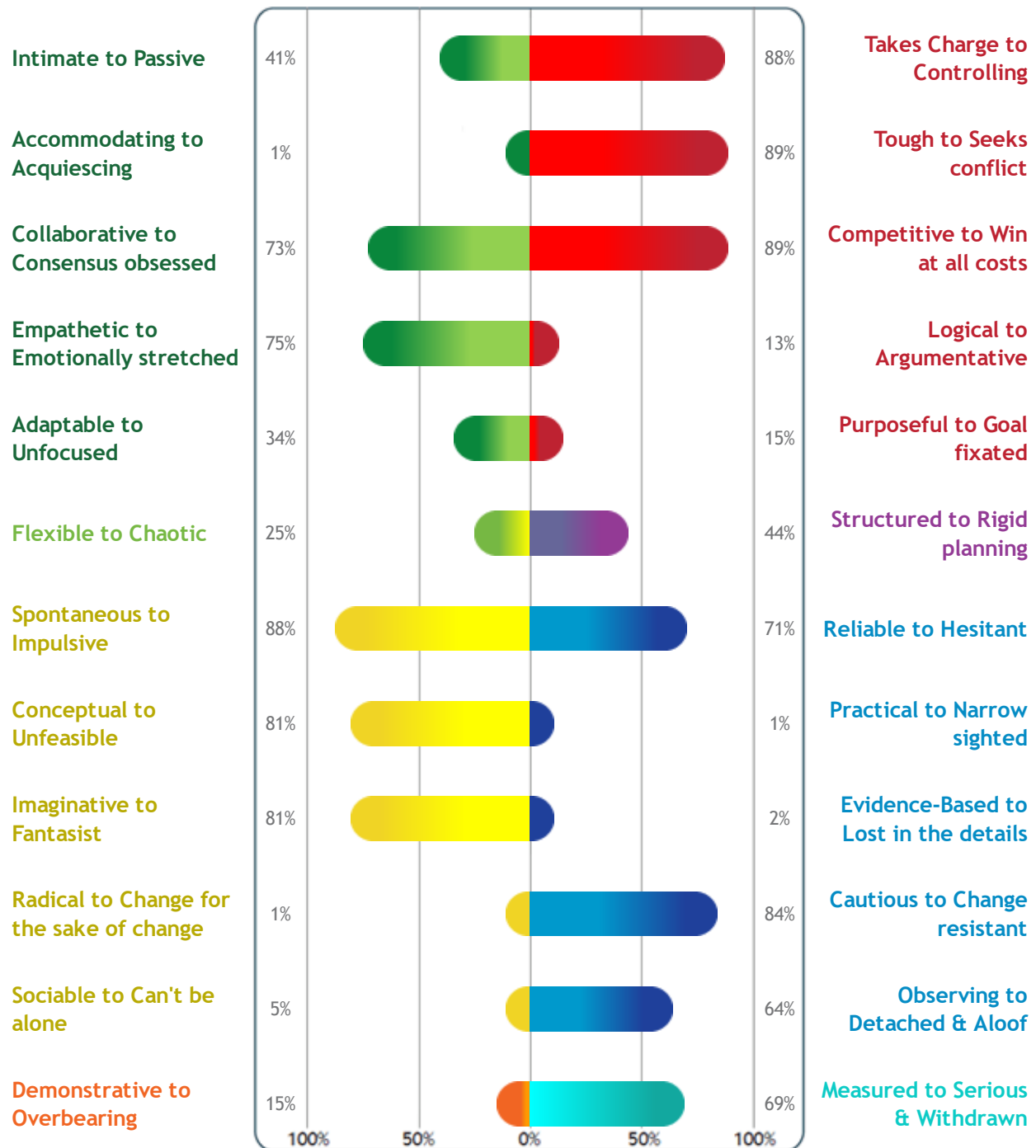
Your Overextended Qualities



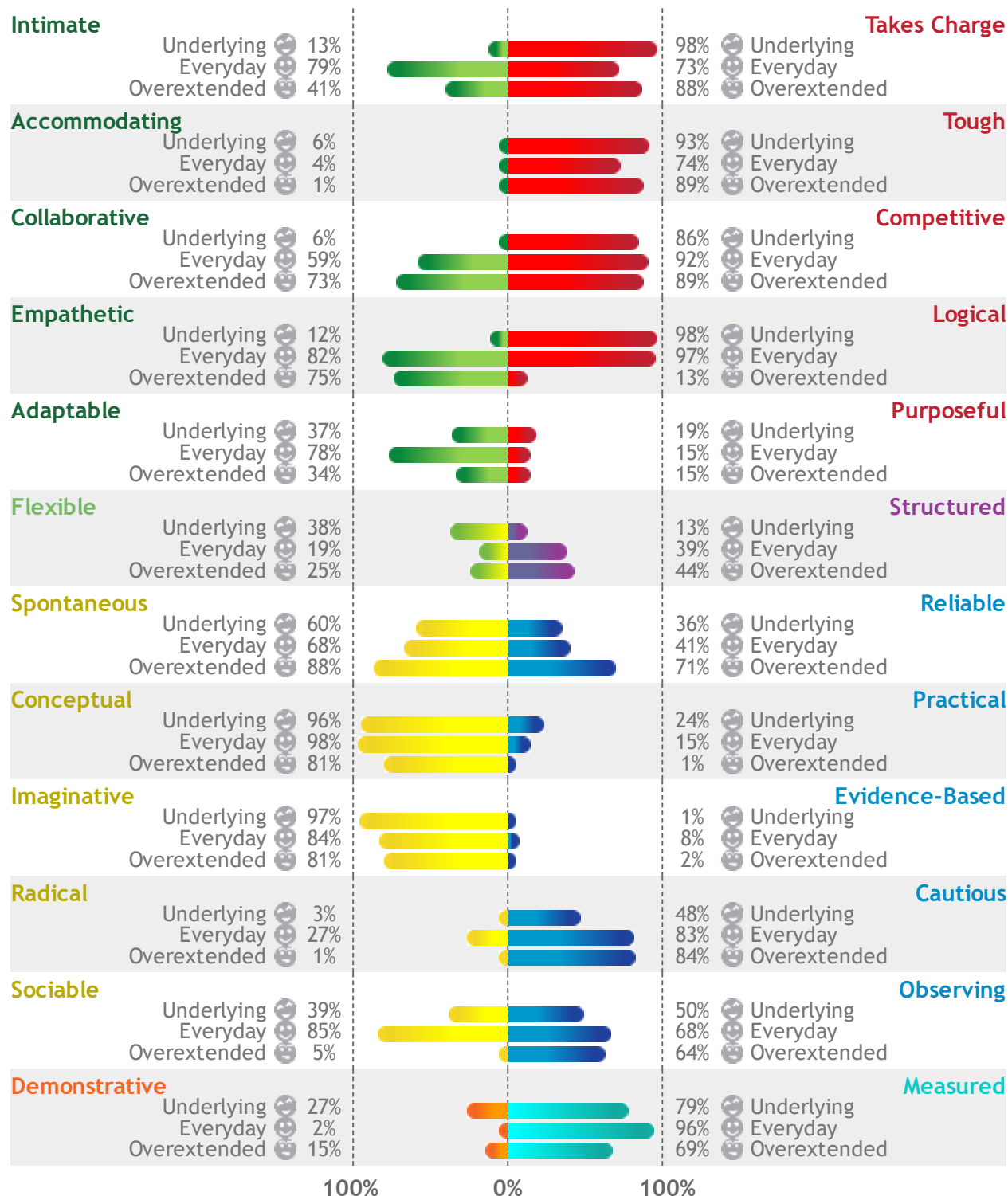
The twenty four qualities that make up your Overextended Persona



The percentages indicate where you score in relation to the general working population. For example a score of over 50% would put you in the top half of the population.



Your Twenty Four Qualities in detail



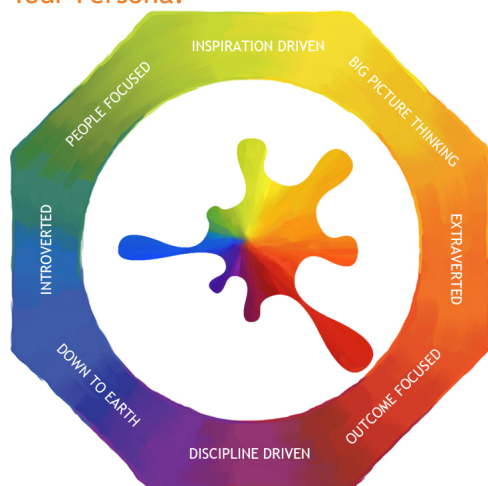
Valuing Diversity

Recognizing your psychological opposite

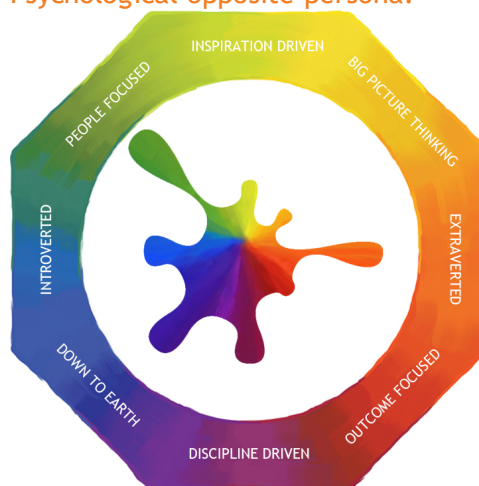
Chris, everyone has encountered people whose personas are the opposite of their own...

It is likely that you will be able to remember a time, or in fact several times, while you have been working, when you have encountered people who appeared absolutely alien in their modes of thinking and in the way they get things done. These people probably had a very different set of persona scores to your own. Have a look at the mandalas below and compare your own to that of your psychological opposite.

Your Persona:



Psychological opposite persona:



No matter who you are, there are many positives and negatives which can be drawn from working with your psychological opposite. One main strength of working with someone so unlike yourself is that you complement each other's weaknesses. Your strengths will be very useful in helping your opposite deal with areas where they have 'blind spots' and vice versa. As long as your communication remains good and you ensure nothing is misinterpreted you can have a very effective working relationship as there will be very few problems that at least one of you cannot handle.

However, it is also possible that you can encounter difficulties when working with your opposite. You may start to see them as the answer to all of your problems and place too great a weight of expectation upon them. Try to develop your weaker qualities yourself. You should also try to aid your psychological opposite's growth in dealing with their own "blind spots". Another problem which often occurs is a breakdown in communication; because you think in very dissimilar ways it is easy for ideas to get lost in translation.

One way you and your psychological opposite could work well together is that you can get stuck in your ways and your opposite is very quick to pick up on this. They can prompt you to look for positive alternatives to getting stuck in a rut. On the other hand, you and your opposite could encounter problems because you like to discuss things on a philosophical level and you may see your opposite as stuck in the daily grind.

Working with your Opposite

What is good about working with your opposite:

- Your opposite feels most comfortable when they have all the facts established and they can back up their claims with solid proof. When working together you can use their skill to provide tangible support for your arguments.
- Your opposite has a talent for keeping things balanced and avoiding conflict. You may find that your working relationship is very harmonious.
- Your opposite is very good at keeping you motivated and positive about your ability to achieve your goals. Without this encouragement you might find it hard to stay optimistic in the face of setbacks.

Some problems you might encounter:

- You may find that there is a lack of trust between you and your psychological opposite as they believe you put your own interests first, even if doing so hinders shared goals.
- Your opposite's desire to always find an answer to people's problems is very hard for you to stomach. You see it as wishy-washy and a way of avoiding a proper resolution.

Some ideas to build your working relationship:

- It is important for you to build trust between yourself and your team members. When working with your opposite, you can demonstrate trust by focusing on mutually achieving your goals to ensure combined success.
- Try to take a less direct approach to problem solving. Allow your opposite to bring up issues in their own time.

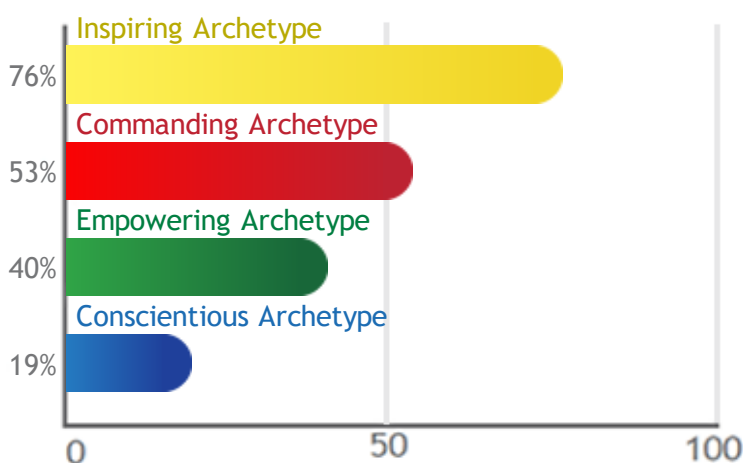
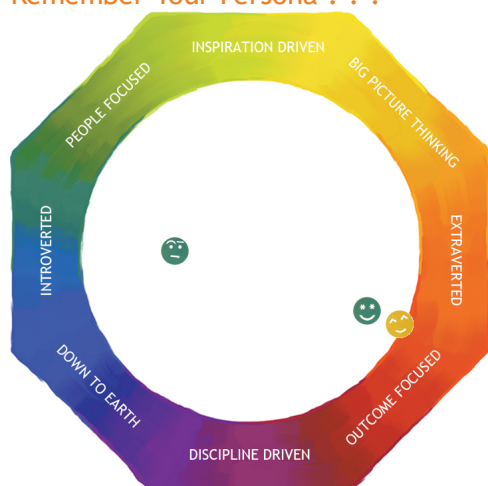
Seeing Yourself in Others

Recognizing your mirrored self

Sometimes your biggest blind spot is in the mirror...

You may find that you instinctively recognize when you are working with people who possess the opposite qualities to your own. Because they are so dissimilar to you they are easier to recognize as you find inconsistencies in the way you tend to work together. However, it may be more difficult for you to recognize when you are having trouble working with someone who is very similar to you.

Remember Your Persona . . .



Once again, there are pros and cons to this working relationship. When you are working with someone who works in a manner similar to your own it can be very successful. Your strengths mesh and you have an intuitive understanding of how you both think things through. You can resolve issues before they arise by accommodating your partner's preferences prior to them being voiced and vice versa.

One example of how you might find working together very easy is that you are both comfortable working with ideas. You can engage in valuable discussions about theories at an abstract level and neither of you will feel out of your depth. Then again, here is an example of how you and your mirrored self might have trouble working together. You might get into a competition with your partner that goes beyond friendly rivalry and you may feel real antagonism towards each other.

Working with your Mirrored Self

What is good about working with your mirrored self:

- You can both be extremely logical when you need to be. Your minds work in the same way when analyzing a problem. If you have to discuss your findings you don't need to reformulate your words. You can convey your thoughts instantly, secure in the knowledge that your partner will fully understand your meaning.
- You both enjoy finding patterns in seemingly random data so you find it easy to communicate your thoughts when it comes to sifting through information.
- Competition is one of the main things you have in common. It provides an important part of your interaction. You challenge each other to work harder and you compete to provide mutual encouragement.

Some problems you might encounter:

- You each contain a very strong desire to be the best. So much so that you can become shy in group situations for fear of unleashing your powerful but suppressed competitive sides.
- You both communicate in a very straightforward manner. This can lead to bruised egos and hurt feelings when issues that were better left alone are dragged into the light.

Some ideas to build your working relationship:

- To encourage a feeling of team camaraderie, it might help if you and your mirrored self put less emphasis on achieving your personal goals. Spend more time helping others in the team achieve the group goals.
- If it looks like an argument is about to erupt between you and your mirrored self, don't simply throw yourself into the fray. Try to defuse the situation before it escalates into something unpleasant.

Your Communication Preferences

How you prefer to communicate with others:

- You enjoy discussing abstract ideas, because it is in the abstract that you are most comfortable.
- You enjoy sharing your accomplishments with others. It helps them to understand you better and realize you are successful. You feel modesty stands in the way of success as it does not allow you to appreciate yourself.
- You prefer to communicate in writing, as you feel the documentation removes the possibility of being misunderstood.
- When you have an idea, you want to act on it immediately. Your enthusiasm then energizes those around you.

How you like others to communicate with you:

- You like people to ask you open-ended questions that give you free-rein in your responses.
- At work you prefer it when people do not try to get to know you on a personal level. You prefer to keep your personal and professional lives separate.
- You appreciate people who take you seriously while still allowing you to reflect on situations and report back in your own time.
- You get a lot out of talking to people about things you find interesting and feel enthusiastic about.

What is likely to irritate you in other people's communication:

- When people ask you to explain your ideas in a practical way you are likely to become annoyed. Some people find it hard to understand that you are unable to determine the practicality of your ideas.
- You find people who try to encourage you to take a more team focused approach annoying. You believe that to do well, you must focus on your own needs.
- It annoys you when people dismiss valuable evidence, whether it's data or opinions. You feel that everyone deserves a say in a conversation, so that all information can be considered carefully.
- You don't like it when people challenge the practicality of your ideas. You are a visionary - you view it as your job to create the ideas and someone else's to make them happen.

Here are some suggestions to improve your communication with others:

- If you are part of a group that is discussing an issue, try to listen to them. Remember that speaking the loudest does not necessary mean what you say is most important.
- Be more open to forgiving people for past slights. Holding a grudge will make any necessary future relationships with the person difficult.
- Understand the power of compromise. By combining others' needs with your own, you can come up with a better solution that everyone can buy into.
- Appreciate the importance of sifting through the details of a subject to find data that supports your views. This can then be used to support your perspective when discussing your ideas with others.

Creating a High Performing Team

Here are some ways you can be effective in building high performing teams:

- Your ability to handle complexity can be put to good use when explaining issues to others. By breaking things down to simpler concepts, you can take the whole team forward.
- Other team members appreciate you for the clarity of your reasoning. When you explain something, you go through it step by step in a logical fashion.
- When part of a team competing with others you thrive on the opposition. You can use this spirit to drive your team to succeed.
- You are good at maintaining focus on the issues at hand. Group work needs this skill, especially where there are a number of people who can take the discussion off in other directions.

However sometimes you may overplay your strengths:

- Your capacity for conflict can mean that you reach an impasse in discussions with no easy way forward.
- You can be so full of your own achievements that others see you as boastful. This may mean they switch off when you are talking about things that are important for them to hear, and this can damage your team's rapport with one another.
- With your tendency to make decisions quickly, you may exclude others who prefer to make more considered contributions. Your value of existing processes may also cause others to disconnect with you.
- If you take charge of everything you may end up with no-one else feeling like they have any accountability or even responsibility.

Here are some blind spots you might encounter when it comes to working in a team:

- You find it hard to concentrate on work that needs great attention to detail. If your results are incorrect they can affect the conclusions of the whole team.
- You are not always a skilled diplomat and at times you may have caused offense. Although your intention is to say something helpful, it is not always received that way.
- By sticking to your guns over the ways things should be done, others may see you as stubborn and pig-headed.
- Sometimes you avoid using humor in conversations with others, where a little light heartedness would probably help.

Here are some suggestions to improve your teamwork:

- Life is about compromise. If you hold up the team's progress because of your unwillingness to change your view, you do neither yourself or them any good. Look for the middle ground where both parties get some of what they want.
- When a team completes its remit, it is important that you celebrate the success as a group. Recognize the strengths and achievements of others. It may help you identify potential areas of development for yourself.
- By creating a listening environment you generate new thinking. Not only will this create new ideas, it will encouraged the team to be more innovative in the way it works.
- As someone who is comfortable speaking, use that skill to bring others into the conversation and listen to their ideas and views.

Lumina Spark Portrait



Lumina Learning
www.luminalearning.com
info@luminalearning.com
Lumina Learning Ltd
Third Floor St George's House
Knoll Road
Camberley, GU15 3SY, UK



Lumina Learning Ltd
Address Line
Town
County
Postcode

Facilitated by Sample Practitioner
E: sample@luminalearning.com
T: 02035880270



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